



## ANNUAL REPORT – 2022

*Submitted to the Escambia County Board of County Commissioners  
December 29, 2022*

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The Escambia Children’s Trust (“the Trust”) is proud to submit its annual report for calendar year 2022, pursuant to Florida Statute 125.901(5), which must be provided by January 1 each year to the governing body of the county, the Board of County Commissioners of Escambia County, Florida. As required by § 125.901, the annual report must include the following:

*a) Information on the effectiveness of activities, services, and programs offered by the council, including cost-effectiveness.*

The Trust serves as our county’s children’s services council, governed by a ten-member board. The Trust Board met regularly on the second Tuesday of each month during 2022 and convened working committees as needed to guide and inform the work of the Trust. While the activities of the Trust were largely related to start-up in its first year of operation, the Trust was able to make great progress and has laid a solid foundation on which to build services and programs moving forward. Some of the major activities of the Trust are as follows.

An executive director was hired and joined the Trust in February of 2022. The agency was fully staffed with four additional employees as of November 2022. An organizational chart is attached for your reference. The team brings a wealth of experience in children’s services, organizational leadership, research, and grant management. All staff salaries are in line with other local organizations of similar size or responsibility.

The agency is housed on the Pensacola campus of Pensacola State College. The annual cost for the Trust’s office space is just over \$5,300, which represents a great cost savings to the taxpayers of Escambia County and demonstrates the Trust’s commitment to being accountable stewards of citizens’ dollars.

The Trust published a comprehensive Needs Assessment<sup>1</sup> to serve as a baseline snapshot of the data reflecting the state of children in Escambia County. It lists 24 indicators of child development and wellbeing that will be used to measure outcomes of all Trust funded activities, services, and programs. The Needs Assessment was developed internally by Trust staff, also saving hundreds of thousands of taxpayer dollars as compared to other councils that outsource their assessments.

The Board’s goal was to begin funding programs by summer 2022. The Trust issued its first competitive solicitation in May 2022, and two organizations were funded to offer summer bridge

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<sup>1</sup> Link to Needs Assessment: <https://escambiachildrenstrust.org/ect-needs-assessment/>

programming to children who had never been in a formal education setting (e.g., VPK, childcare, etc.) to prepare them for entry to kindergarten.

The Trust developed an initial one-year strategic plan to guide funding decisions for FY2022-2023. The plan is an expansion of the work the Board did in late 2021 and is attached for your reference. In accordance with the strategic plan, four agencies were funded through non-competitive procurement (i.e., matching, sole-source). This funding was awarded to Children's Home Society to implement a Community School model including a health clinic at Pine Forest High School; Community Health of Northwest Florida for dental services/dental van equipment to serve children with little or no access to dental care; the Early Learning Coalition of Escambia County to match their School Readiness funding; and to Legal Services of North Florida to provide representation to children in the dependency system and children with disabilities who need educational advocacy.

The Trust issued its second competitive solicitation in September 2022 for out-of-school time (i.e., afterschool and summer) programs. Awards for these applications are scheduled for February 2023 for services to children and youth to begin by summer of 2023.

In addition, the Trust has procured and is in the process of implementing four cloud-based systems to aid in operations, which will keep staffing costs lower and allow for greater accountability and transparency: SAMIS – client management system and grant application portal; MIP – accounting software with greater internal controls for fund accounting; OneMeeting – portal for access to Board meetings and agenda documents; and OneRequest – online repository for public records.

The Trust has spent its first year of operations refining its policies and procedures to safeguard public dollars, facilitate full transparency, and issue equitable solicitations. The start-up of a new governmental agency is a daunting task. The staff and Board take their responsibilities to the community very seriously and are committed to ongoing quality improvement of Trust policies and procedures. We hope that the community will be patient as we continue to build the Trust with intentionality.

***b) A detailed anticipated budget for continuation of activities, services, and programs offered by the council, and a list of all sources of requested funding, both public and private.***

The board-approved budgets for the Trust for FY2021-2022 and FY2022-2023 are attached for your reference. These budgets include all anticipated line items needed for effective continuation of activities, services, and programs offered by the council. There were no additional sources of requested funding, public or private, in 2022.

***c) Procedures used for early identification of at-risk children who need additional or continued services and methods for ensuring that the additional or continued services are received.***

Providers funded by the Trust are required to explain how they will identify children who are at-risk and in need of additional or continued services. Funded programs must be designed to ensure that these services are available and accessible to all children in the target areas. Trust staff will

periodically monitor funded agencies to ensure that their programs are being implemented with fidelity and that they are following best practices and engaging in ongoing quality improvement.

*d) A description of the degree to which the council’s objectives and activities are consistent with the goals of this section.*

All programs supported by the Trust will provide “preventive, developmental, treatment, and rehabilitative services” for the children in Escambia County in accordance with § 125.901(2)(a)(1). The Trust is dedicated to investing in children’s services that are based on evidence, follow best practices, and address one or more of the 24 indicators included in the Needs Assessment. Each funded organization is required to propose anticipated outcomes and identify the indicators against which their success will be measured and reported.

*e) Detailed information on the various programs, services, and activities available to participants and the degree to which the programs, services, and activities have been successfully used by children.*

Not all agencies awarded Trust funding in 2022 have begun providing their services or programs. As such, the number of children utilizing services funded in 2022 is still low. Twenty-nine (29) children, 20 siblings, and 26 parents were successfully served over a one-month period in the summer to prepare them for kindergarten through the Kindergarten Summer Bridge Program. The Early Learning Coalition contract began in October, and they have provided services to 90 children using Trust funding. The Children’s Home Society and Community Health of Northwest Florida are in the process of procuring equipment and/or hiring staff to implement their projects. Services to children are expected to begin in early 2023. The Trust is currently in the process of negotiating its contract with Legal Services of North Florida, also for services to begin in early 2023. Thousands of children are expected to successfully use services funded by the Trust in the coming year and will be reported in the 2023 annual report.

*f) Information on programs, services, and activities that should be eliminated; programs, services, and activities that should be continued; and programs, services, and activities that should be added to the basic format of the children’s services council.*

As the Trust is at the end of only its first year of operations, it has not determined that any programs, services, or activities should be eliminated. The Trust will continue supporting kindergarten readiness, health/dental services, and out-of-school time programming that supports positive youth development and academic achievement. The Trust plans to add investments in mental health supports, care coordination, and capacity building in 2023.

We look forward to a continued partnership with Escambia County and working together to make our children’s lives better. If you have any questions or would like any additional information, please do not hesitate to contact Tammy Greer, Executive Director, at [tgreer@escambiachildrenstrust.org](mailto:tgreer@escambiachildrenstrust.org) or (850) 475-4981. Thank you for your ongoing support of the work of the Trust.

*Attachments: Strategic Plan, Budgets for FY 2021-2022 and FY 2022-2023*

# INTERIM STRATEGIC PLAN FY 2022-2023



**Purpose:** Working together to make our children’s lives better.

**Values**

Compassion ● Dedication ● Integrity ● Accountability ● Solutions ● Engagement

**Vision:** *The Escambia Children’s Trust’s vision is that all children in Escambia County will have better lives and greater opportunities for success because of the work of the Trust and its partners.*

**Mission:** *The Escambia Children’s Trust invests in our community’s future through research, education, advocacy, and funding of high-quality children’s programs and services.*

Theme 1	Theme 2	Theme 3	Theme 4
Children are healthy.	Children are ready to succeed in school and life.	Children are not abused or neglected.	Children have supports to help them avoid risky behaviors.

This Interim Strategic Plan is intended to provide a framework to guide initial funding decisions and service delivery planning for children’s services throughout Escambia County. It attempts to coordinate the many planning initiatives that have been taking place throughout the County as a result of overlapping responsibilities and devolution. It also provides clear, measurable tactics for each goal so that the Trust can be accountable to the community for its progress.

PILLAR	STRATEGIC GOAL	CHAMPION
Growth	To foster aligned, coordinated, and effective children’s services delivery systems	Tammy Greer
Infrastructure	To maintain a stable foundation to ensure accountability and provision of high-quality services	Tammy Abrams
Quality & Performance Excellence	To increase the quality of children’s programs in Escambia County	Kimberly Krupa
Services	To expand the array of children’s services that address the indicators identified in the needs assessment	Kimberly Krupa

Growth					
Goal	Tactic	Theme	Timeline	Financial Resource Commitment	Person Responsible
<i>To foster aligned, coordinated, and effective children's services delivery systems</i>	1) Collaborate with United Way and Chamber of Commerce to produce a Family Resource Guide of existing community services	All	Q3	\$TBD	Tammy Abrams
	2) Develop an annual communications plan	All	Q1	Staff time	Aviyonne Tart
	3) Convene inaugural Children's Summit	All	Q4	\$TBD	Tammy Greer
	4) Collaborate with FACCT on policy issues that impact systems	All	Q2	\$12,000 (FACCT membership)	Tammy Greer
	5) Contract for development of a unified public awareness campaign in the target service area	TBD	Q1	\$TBD	Tammy Abrams

Infrastructure					
Goal	Tactic	Theme	Timeline	Financial Resource Commitment	Person Responsible
<i>To maintain a stable foundation to ensure accountability and provision of high-quality services</i>	1) Procure fiscal, grant management, and outcome tracking software systems that integrate with each other to facilitate reporting and promote accountability to the board and the public	All	Q2	\$150,000	Tammy Abrams
	2) Retain highly qualified staff through the implementation of a competitive salary and benefits program	All	Q1	Staff time	Tammy Abrams
	3) Offer trainings, scholarships, professional development, and learning activities that are mutually beneficial for staff and the agencies	All	Q3	\$200,000	Tammy Abrams

Quality & Performance Excellence					
Goal	Tactic	Theme	Timeline	Financial Resource Commitment	Person Responsible
<i>To increase the quality of children's programs in Escambia County</i>	1) Implement collaborative technical assistance and provider staff development efforts	All	Q3	Staff time; \$60,000	Kim Krupa
	2) Introduce outcomes/results-based system of continuous program evaluation that engages all stakeholders in the analysis and reporting of child outcomes	All	Q2	Staff time	Kim Krupa

	3) Monitor and evaluate grantees' performance	All	Q2, Q3, Q4	Staff time	Kim Krupa
<b>Services</b>					
Goal	Tactic	Theme	Timeline	Financial Resource Commitment	Person Responsible
<i>To expand the array of children's services that address the indicators identified in the needs assessment</i>	1) Provide matching funds to increase or maintain availability/accessibility to family and children's services (e.g., early childhood education/care, civil legal services, K-12 wrap-around services, child abuse prevention, access to healthcare, or family-strengthening programs)	2, 3	Q1	\$4,175,382	Tammy Greer
	2) Issue an RFP and fund proposals to increase the availability/accessibility of high quality out-of-school time (OST) programs including school age and early childhood education programs	1, 2, 4	Q1	\$5,845,534	Tammy Greer
	3) Issue an ITB and fund a local provider to develop a comprehensive, coordinated system and, when necessary, provision of services to perform routine health assessments including preventive care/wellness visits; mental health; immunizations; screenings for vision, hearing, and speech; dental; and developmental status	1	Q3	\$1,670,153	Kim Krupa
	4) Issue an RFP and fund proposals for mental health support services for children and youth who do not have a diagnosed mental illness	4	Q4	\$3,340,305	Kim Krupa
	5) Designate funding for special projects that address unanticipated or emergency needs (e.g., hurricane, fire, pandemic, etc.) that cause a disruption of services to children	All	(as needed)	\$1,670,153	Tammy Greer

\* Need to allocate the approx. \$16.7M across the Services financial resource commitments

**24 CORE INDICATORS**

Theme 1	Theme 2	Theme 3	Theme 4
<p><b><i>Children are healthy.</i></b></p> <ul style="list-style-type: none"> <li>▪ Infant mortality</li> <li>▪ Low birthweight babies</li> <li>▪ Teen pregnancy</li> <li>▪ Prenatal care</li> <li>▪ Oral health</li> <li>▪ Childhood obesity</li> <li>▪ Bacterial STD rate among children 0-18</li> </ul>	<p><b><i>Children are ready to succeed in school and life.</i></b></p> <ul style="list-style-type: none"> <li>▪ VPK participation</li> <li>▪ Quality childcare</li> <li>▪ Kindergarten readiness</li> <li>▪ Chronic absence</li> <li>▪ 3rd-grade reading</li> <li>▪ Middle-grade math</li> <li>▪ High school graduation</li> </ul>	<p><b><i>Children are not abused or neglected.</i></b></p> <ul style="list-style-type: none"> <li>▪ Substance-exposed newborns</li> <li>▪ Foster care placements</li> <li>▪ Children with verified maltreatment</li> <li>▪ Domestic violence</li> </ul>	<p><b><i>Children have supports to help them avoid risky behaviors.</i></b></p> <ul style="list-style-type: none"> <li>▪ Childhood hunger</li> <li>▪ Youth arrests</li> <li>▪ School suspensions</li> <li>▪ School arrests &amp; referrals to law enforcement</li> <li>▪ Youth mental health</li> <li>▪ Hospitalizations from mental disorders</li> </ul>

**Escambia Children's Trust**  
**FY 2021 - 2022 Final Budget**  
**October 1, 2021 - September 30, 2022**  
**Summary**



		<b>Percentage of total budget</b>
<b>Estimated Revenues</b>		
Ad Valorem Taxes	\$10,461,594	100.00%
Interest income	\$0	
<b>Total Revenues</b>	<b>\$10,461,594</b>	
Beginning Fund Balance	\$0	
Use of Fund Balance	\$0	
<b>Total Estimated Revenues and use of fund balance</b>	<b>\$10,461,594</b>	<b>100.00%</b>
<b>Expenditures</b>		
<u>Financial and Administrative</u>		
Tax Collector Fee @ 2.5% of taxes collected	\$313,848	
Bank Fees	\$0	
<b>Total Financial and Administrative</b>	<b>\$313,848</b>	<b>3.00%</b>
<u>Operating Expenditures</u>		
Employee Salaries and Benefits	\$468,132	
Contracted Professional Services	\$75,000	
Occupancy	\$5,530	
Insurance	\$21,662	
Software & Apps	\$156,650	
Other Operating	\$43,872	
<b>Total Operating Expenditures</b>	<b>\$770,846</b>	<b>7.37%</b>
<u>Grants and Aids</u>		
Children's Summit		
Renewals from 21-22 fiscal year (Continuation Grants)		
New Program Funding (unallocated)	\$8,853,820	
<b>Total Grants and Aids</b>	<b>\$8,853,820</b>	<b>84.63%</b>
<b>Total Expenditures</b>	<b>\$9,938,514</b>	
Reserves (5% of taxes collected)	\$523,080	5.00%
<b>Total Expenditures, Reserves, and Fund Balance</b>	<b>\$10,461,594</b>	<b>100.00%</b>

**Escambia Children's Trust**  
**FY 2022 - 2023 Final Budget**  
**October 1, 2022 - September 30, 2023**  
**Summary**



		<b>Percentage of total budget</b>
<b>Estimated Revenues</b>		
Ad Valorem Taxes (at 95% to allow for uncollectable)	\$10,108,447	55.14%
Interest income	\$25,000	0.14%
<b>Total Revenues</b>	<b>\$10,133,447</b>	
Beginning Fund Balance	\$8,200,000	44.73%
Use of Fund Balance	\$0	
<b>Total Estimated Revenues and use of fund balance</b>	<b>\$18,333,447</b>	<b>100.00%</b>
<b>Expenditures</b>		
<u>Financial and Administrative</u>		
Tax Collector Fee @ 2.5% of taxes collected	\$252,711	
Bank Fees	\$4,800	
<b>Total Financial and Administrative</b>	<b>\$257,511</b>	<b>1.40%</b>
<u>Operating Expenditures</u>		
Employee Salaries and Benefits	\$508,130	
Contracted Professional Services	\$168,816	
Occupancy	\$5,000	
Insurance	\$19,387	
Software & Apps	\$150,000	
Other Operating	\$271,500	
<b>Total Operating Expenditures</b>	<b>\$1,122,833</b>	<b>6.12%</b>
<u>Grants and Aids</u>		
Children's Summit		
Renewals from 21-22 fiscal year (Continuation Grants)	\$0	
New Program Funding (unallocated)	\$16,447,681	
<b>Total Grants and Aids</b>	<b>\$16,447,681</b>	<b>89.71%</b>
<b>Total Expenditures</b>	<b>\$17,828,025</b>	
Reserves (5% of taxes collected)	\$505,422	2.76%
<b>Total Expenditures, Reserves, and Fund Balance</b>	<b>\$18,333,447</b>	<b>100.00%</b>